



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER  
8899 EAST 56TH STREET  
INDIANAPOLIS, INDIANA 46249-5301



AHRC-EB

26 October 2005

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 4 October 2005, subject: Memorandum of Instruction for the FY06 Master Sergeant Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 42 submits this Review and Analysis to assist you in executing your duties as the proponent for MOS 42A.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential (particularly leadership opportunities).

(1) Noncommissioned Officer Evaluation Report (NCOER) Ratings. Evaluation reports were the most heavily weighted documents. Board members relied on these reports to identify and select the best qualified noncommissioned officers for promotion. It was helpful when raters and senior raters were consistent in their evaluation of performance. Senior rater comments were at times vague and did not always justify ratings in performance and potential. A bullet comment "promote with peers" is not consistent with a "1" block in potential. "Promote to MSG immediately", or words to that effect, sent a strong message to the board and should continue to be reserved for the very best NCOs. Recommend raters and senior raters put the strongest, most pertinent bullets first. A single bullet that accurately justifies the rating is better than several bullets that say little.

(2) General Officer Memorandum of Reprimand (GOMOR)/UCMJ Actions. NCOERs, at times, omitted negative information covering periods in which NCOs received either GOMORs or Article 15 punishments that were placed on the performance fiche of their official military personnel file (OMPF). Raters/senior raters should consider capturing this information on the NCOER when appropriate.

(3) DA Photos. The board viewed current photos favorably. The board took into consideration the challenges faced by NCOs who were deployed or in austere locations. NCOs must, when possible, ensure photos are updated and the wear and appearance of the uniform and insignia are in compliance with AR 670-1. Discrepancies included, but were not limited to, improper fitting of the uniform, wearing of unit awards/citations, hair violations and the improper position of attention. Photos are generally one of the first documents viewed by the board and clearly a first impression.

(4) Awards. The OMPF should contain documentation to support the awards worn by NCOs in their official photo. Awards and decorations must be worn IAW AR 600-8-22.

(5) Memorandums to the President of the Board. Memorandums should be used to tell the board something significant, to point out a missing document, identify a current assignment that cannot be documented on a NCOER, or to explain a particular event in your career. Memorandums, should be brief, factual, grammatically correct, error free, and in the proper format. Memorandums must be addressed to the Board President and include the SSN and signature. Remember, memorandums to the Board President should not be used to express grievances, to justify past misconduct, or to boast. Documents already filed on the OMPF should not be enclosed.

b. Utilization and assignments. NCOs should be encouraged to seek a variety of assignments to include special duty assignments i.e., drill sergeant, recruiter and instructor duties. However, special duty assignments should not be consecutive. Back-to-back assignments of this nature could preclude NCOs from attaining the requisite expertise needed to serve in the operational Army. A variety of assignments will ensure NCOs develop professionally in their assigned CMF while supporting an Army at war.

c. Training and education. The board viewed NCOs who continued to educate themselves (military/civilian) more favorably. Most NCOs have two or more years of college with over 48% holding degrees. College education was seen as a positive sign of personal initiative and professional development. Military schooling and continued emphasis on correspondence courses were also viewed favorably.

d. Physical Fitness. The awarding of a PT Badge or a score of 280 or above served as a positive indication of fitness, determination and commitment to excellence. Recommend the rater include the actual APFT score on the NCOER when appropriate.

e. Overall career management. The board felt that MOS 42A NCO assignment patterns were adequately managed; however, numerous NCOs were assigned outside the operational Army for extensive periods. When feasible, recommend NCOs and professional development NCOs ensure a balance of TDA and TO&E assignments.

4. CMF structure and career progression assessment.



a. MOS compatibility within CMF. MOS 42A and 42L are compatible and clearly support the upcoming MOS consolidation. In many cases 42Ls were working in 42A positions and vice versa as authorized by 42A/42L MOS substitution.

b. Suitability of standards of grade and structure. The board recognized that with the Personnel Services Delivery Redesign (PSDR), the standards of grade and force structure are being modified to support Army transformation and modularity.

c. Assignment and promotion opportunity. Successful performance in the most challenging assignments enhanced the NCOs opportunity for promotion.

d. Overall health of CMF. CMF 42 is in excellent condition as indicated by the large number of SFCs decorated for their outstanding performance in support of the Global War on Terrorism (GWOT). Additionally, senior rater comments clearly indicate that the majority of our SFCs met the demands of the contemporary operating environment and have the potential to serve at the MSG level.

5. Recommendations.

a. Competence. Recommend AG leaders at all levels encourage NCOs to complete the HR NCO Certification Course and continue to seek opportunities in the most challenging positions.

b. CMF structure and career progression. As our Army continues to transform and as MOS 42A merges with 42L, NCOs must continue to enhance their technical skills, particularly as we evolve into a more staff centric Corps.

6. CMF Proponent Packets.

Overall quality. The CMF Proponent Packet was a useful tool and provided detailed information to the board regarding MOS specific career patterns as well as challenging leadership and high risk jobs. Recommend proponents take information from these packets and other career enhancing information and employ strategic communications as part of a continuing professional development/education process for our NCOs.

  
TRACEY E. NICHOLSON  
Colonel, AG  
Panel Chief